ARTICLE ROUND UP

DECEMBER 2011

ECONOMIC GROWTH

1. **"25 Emerging Market Countries will be $27 to $49 Billion Smart Grid Opportunity Over The Next Decade"**
   PR Newswire US, 12/7/2011, Alternate Title: DC-Smart-Grid-report

   A new study has identified 25 emerging market countries that are positioned for the next wave of smart grid activity over the coming decade. These countries will represent a smart metering market alone of at least $27 billion and could reach $49 billion by 2020. The total number of electricity meters in these countries will grow to 406 million by 2020, with 28% already under some regulatory mandate or target to be "smart meters." The new study, released by Northeast Group, LLC is entitled "Emerging Markets Smart Grid: 25-Country Overview." It analyzes the smart grid potential of 25 countries from Central/Eastern Europe, Latin America, Middle East/North Africa, South Africa, and Southeast Asia. [ABSTRACT FROM PUBLISHER]

2. **"Growth in a capital-constrained world"**
   Richard Dobbs, Alex Kim, Susan Lund, McKinsey Quarterly, 2011, Issues 2, 12 pages.

   The article discusses how firms can address the challenge of growing in a world marked by capital shortages. Fast-growing economies in emerging markets are absorbing ever-larger quantities of capital, increasing the likelihood that one day supply will fail to meet demand. Firms can take several steps to prepare themselves. In addition to raising the productivity of their capital, they should cultivate lasting relationships with possible future suppliers of capital while increasing their reliance on long-term funding. Business models dependent on inexpensive capital should be revamped.

3. **"The Global Environment of Business: New Paradigms for International Management"**
   David Conklin, **Ivey Business Journal**, Jul/Aug 2011, Vol. 75, Issue 4, 5 pages.

   The article focuses on the external factors which play an important role in the success of a business, with reference to the book "The Global Environment of Business: New Paradigms for International Management," by David W. Conklin. The role of social forces along with ethical and geographical factors in a firm's success is discussed. Changing the strategies and management practices to adapt to the new environment is also discussed.

BUSINESS AND LEADERSHIP

4. **"Get It While You Can"**
   Halah Touryalai, **Forbes**, 11/7/2011, Vol. 188, Issue 8, 1 page.

   The article presents charts and statistic on credit for small business owners, including statistics on the average approval rate for small business loans at small and large banks, a graph on reduced private equity for smaller companies, and a chart on what small business owners would use funding for.

5. **"Social Effects on Customer Retention"**
   Irit Nitzan, Barak Libai, **Journal of Marketing**, Nov. 2011, Issue 6, 15 pages

This study explores the role of customers' social network in their defection from a service provider. The authors use data on communication among one million customers of a cellular company to create a large-scale social system composed of customers' individual social networks. The study's results indicate that exposure to a defecting neighbor is associated with an increase of 80% in the defection hazard, after controlling for a host of social, personal, and purchase-related variables. This effect is comparable in both magnitude and nature to social effects observed in the highly researched case of product adoption: The extent of social influence on retention decays exponentially over time, and the likelihood of defection is affected by tie strength and homophily with defecting neighbors and by these neighbors' average number of connections. Highly connected customers are more affected, and loyal customers are less affected by defections that occur in their social networks. These results carry important implications for the theoretical understanding of the drivers of customer retention and should be considered by firms that aim to predict and affect customer retention. [ABSTRACT FROM AUTHOR]

6. **"Sparking creativity in teams: An executive's guide"**
Maria M. Capozzi, Renée Dye, Amy Howe, **McKinsey Quarterly**; 2011, Issue 2, 8 pages.

The article discusses several ways in which executives can enhance creative ability in both themselves and the people who report to them. Brainstorming initiatives in which employees immerse themselves in an environment apart from the workplace can spur people into looking at things in a different way. Another approach involves systematically and comprehensively examining the firm's orthodoxies or core beliefs. New ideas can arise from using analogies to address a challenge. Artificial constraints are a useful means of sharpening the corporate focus on necessary functions.

7. **"Doing What's Right: Communicating Business Ethics"**
Sam H. DeKay, Business Communication Quarterly, Sep. 2011, Issue 4, 2 pages.

The article discusses ethics in business communications. An early scholar in the field, R. R. Aurner, identified individuals as the predominant agents of ethical communication. The author observes that in the 21st century, ethics in communications is understood to have transcended individuals to include organizations of all kinds including corporations and not-for-profit concerns. This theme is illustrated by three papers in the current issue he briefly cites including one on corporate confidentiality agreements and codes of ethics, another about language used during corporate earnings calls, and a third that examines written job descriptions for volunteer workers at hospitals.

8. **"The Power of Assessment"**
Melinda Knight, **Business Communication Quarterly**, Sep 2011, Vol. 74, Issue 3, 2 pages**.**

The author discusses the importance to those who teach business communications of developing effective means of assessing performance in that discipline. She notes that if business communications scholars don't devise suitable evaluation techniques, others are apt to do so for them. Brief commentary on the two themes addressed in the current issue is also provided.

9. **"Speaking Conservatively"**
George, O'Brien**, BusinessWest,** 8/15/2011, 5 pages.

The article focuses on the business strategy applied by law firms in the U.S. after the 2008-2009 global financial crises. It highlights the aggressive style implemented by Megan Sullivan as the managing partner of Sullivan, Hayes, and Quinn, adding lawyers on a consistent basis and has been quite careful about such expansion. It states that most law firms aim to have a proper positioning for growth when the economy recovers.

10. **"Rethinking Innovation for a Recovery"**
Eden Yin, Peter J. Williamson, **Ivey Business Journal**, May/Jun 2011, Vol. 75, Issue 3, 5 pages.

As we look at grow out of recession, innovation is more important than ever. However, the types of innovation companies pursue need to change. They must start to find novel ways of adding value at low cost, using existing technology in new applications and re-engineering inefficient business models. Managers wanting to learn how to make this change will find that China is a good place to look. [ABSTRACT FROM AUTHOR]

11. **"How Leadership Has Changed"**
Carol Stephenson, **Ivey Business Journal**, Jul/Aug 2011, Vol. 75, Issue 4, 2 pages.

The article focuses on the changes in business leadership. It is said that factors like globalization, technological innovation and social media are resulting in new partnerships and creating more culturally diverse workplaces. It is said that all these factors have provided incredible power to the consumers and stakeholders, and have also made effective leadership a critical need for businesses.

12. **"Effective Management in International Development: What Works and What Doesn't"**

Frederick J. Keenan, **Ivey Business Journal**, Jul/Aug 2011, Vol. 75, Issue 4, 4 pages.

It was once unthinkable that international aid would be so intensely scrutinized as it is today. But academics and observers have concluded that the very problems and ills international aid was supposed to cure still exist, despite the billions that have been poured into countries. This author, long active in the field, suggests that there are a series of best practices that, when followed, will enable managers in the field to get the results that will make a difference. [ABSTRACT FROM AUTHOR]

EDUCATION

13. **"Language-Rich Approach Boosts English Learner Skills"**
Education Digest, Nov. 2011, Vol. 77, Issue 3, 5 pages.

The article presents a discussion of the impact of the language-rich approach on the skills of English language learners (ELLs) in the U.S., adapted from the article "Language-Rich Approach Boosts English Learner Skills," published in volume 11, issue 1 of the publication "R&D Alert."

14. **"The Power of Empowerment: Having Faith in Student"**
Nancy M. Doda, **Education Digest**, Nov. 2011, Vol. 77, Issue 3, 4 pages.

The article presents a discussion of the role of student empowerment in learning, adapted from the article "The Power of Empowerment: Having Faith in Students," by Nancy M. Doda, which was published in volume 14, issue 4 of the journal "Middle Ground."

15. **"Language-Rich Approach Boosts English Learner Skills"**
Education Digest, November 2011, Volume 7, Issue 3, 6 pages.

The Article discuss WestEd's Quality Teaching for English Learners (QTEL)'s approach in boosting English learner skills. QTEL's approach is grounded in the theory that learning is not a passive process of receiving information presented by a teacher. Rather, it requires students to actively construct their own understanding of new concepts and skills, most often in a social context and always through active and purposeful use of language. QTEL's foundation for effective instruction is the "three-part architecture of a lesson": prepare students for the theme to be explored, construct deliberate invitations for students to interact with related texts, then extend their understanding through exposure to rigorous, engaging applications of new concepts.

16. **"It's About the Questions"**
Ronald R. Bearwald, **Educational Leadership**, Oct. 2011, Vol. 69, Issue 2, 4 pages.

The author discusses effective coaching in related to questioning and listening. According to Mr. Ronald Bearwald, effective coaching thrives not on quick fixes and ready answers, but on questioning and listening. Questions that explore essential themes, instead of day-to-day minutiae, give the coach insights into how his mentee is evolving. The coach should avoid asking questions that can be answered with yes and no or similar one-word responses. Yes and No are dialogue dead ends.

17. "Visions of Mobile Learning"
The Journal, Oct. 2011, Vol. 38, Issue 9, 4 pages.

It's been just a couple of years since the first mobile device hit the market. Yet, it is already a foregone conclusion that it will become an indispensable tool for learning in the future. "The Journal" has asked a number of educators to let their imaginations go wild and conjure up visions of the future of the mobile device in the classroom in this article.

18. "Not teaching ethics"
Alexis Wiggins, **Phi Delta Kappan**, Sep 2011, Vol. 93, Issue 1, 3 pages.

The author explained that the best way to teach ethics may not be about the content of ethics at all but the process by which students learn. According to her, student can learn by experiencing ethical behavior through seminars and explore profound ethical questions in literature on their own. They often share more openly and more profoundly when they're managing the discussion themselves. When the entire group is rewarded for encouraging everyone to be engaged, students become more aware of their peers ad more empathetic.

19. "What's So Hard About Win-Win?"
Jane Bluestein, **Educational Leadership**, Sep2011, Vol. 69 Issue 1, 5 pages.

The article discusses the value of the win-win mentality, a concept used in the business field, in an educational setting. The author suggests that the win-win strategy fosters a positive school and small changes can shift the power dynamic in the classroom, leaving more time for learning.

LIBRARY

20. "Focusing the Library Web"
Terence K. Huwe, **Computers in Libraries**, Mar. 2011, Vol. 31, Issue 2, 3 page.

The article offers tips on designing a library's website. Observed design trends among some innovative library websites include the compact nature of links on their homepages and the placing of search buttons in plain sight. Some libraries also use their sites as a key tool for public relations, fundraising and community outreach, for their benefit and that of their host organization.

21. "Save the Time of the Reader"
Aaron Schmidt, **Library Journal**, 10/1/2011, Vol. 136, Issue 16, 2 pages.

The article offers seven tips for writing on the web, designed for librarians. Recommendations include using fewer words, placing the text with the highest importance at the top of the page, and breaking large blocks of text into smaller, easy-to-scan sections. Other suggestions include using headings, employing lists, and using images sparingly.

SOCIAL MEDIA AND TECHNOLOGY

22. "10 Things to Know About Preserving Social Media"
Rakesh Madhava, **Information Management Journal**, Sep/Oct 2011, Vol. 45, Issue 5, 5 pages.

The article focuses on the ten things to consider in upholding social media. It says that organizations and corporations must use social media in their marketing and other business strategies. It states that they should also have a comprehensible obligation to document and preserve all social media, along with the use of application programming interfaces (APIs) to review, capture, and gather data from the web. It adds that organizations should also use an open authorization (oAuth) approach in archiving solutions in order to provide an open standard for authorization that changes API.

23. "Keeping Up With The Times"
Ron Miller, **Econtent**, Oct 2011, Vol. 34, Issue 8, 1 page.

The author argues that the sooner media companies accept the inevitable realities of digital publishing, the better it is for everyone from the consumers to the publishers. He stresses that print publications are no longer leading the way and finds it unbelievable that some media companies in the U.S. in 2011 seem unaware of the transition to digital publishing since the last decade. He laments that newspapers cling to the old ways to protect the print side at the expense of digital publishing.

24. "A Cloud over Ownership"
Simson Garfinkel, **Technology Review**, Sep/Oct 2011, Vol. 114, Issue 5, 2 pages.

In this article the author compares personalizing a cloud-based collection of content with physical possession. It states that one of the consequences of cloud computing is providing unchecked control of possessions to company which provides service. It mentions that watching a movie through Netflix Inc.'s service will remove it from the queue which would not happen in possessing dvds. It highlights that in cloud services companies get to know what a person is watching, which affects privacy.

25. "Using Video Games to Embrace Inquiry: Learning for Life Through Fun"
Mary Fran Daley, **Knowledge Quest**, Sep/Oct 2011, Vol. 40, Issue 1, 4 pages.

The article discusses the utilization of video games to embrace inquiry method of teaching. The author is critical on her experience as a teacher to a Video Game Design subject wherein her students are branded as being difficult for their behavioral and learning issues. For her class, she uses the program called Scratch to make video games and the students learning became magical when they started using it. Moreover, the significance teacher-student connection is also emphasized